



Treasury Board of Canada
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Canada

Treasury Board Policy on Results

Presented to the Quantitative Impact Assessment (QIA) Workshop – January 26, 2026

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Purpose

- ❖ To provide an overview of :
 - Treasury Board Policy on Results (PoR), noting key requirements with a data nexus
 - Renewal of the PoR

Overview of the *Policy on Results*

Policy on Results, launched in 2016 with the goal of providing the evidence needed to:

Manage Better

Spend Smarter

Report Clearly

In doing so, it was intended that the Policy would...

Improve **achievement of results** across
government

Enhance **understanding of results** achieved
and **resources** used

Data / Evidence

Governance and Leadership

❑ Performance Measurement and Evaluation Committee (PMEC)

- consist of senior officials to oversee departmental performance measurement and evaluation

❑ Head of Performance Measurement (HoPM)

- establish, implement and maintain a Program Inventory and overseeing Performance Information Profiles

❑ Head of Evaluation (HoEval)

- leading the evaluation function and has direct, unencumbered access to the deputy head

❑ Program Official (PO)

- establish, implement and maintain the program's Performance Information Profiles, including data collection

Outputs

❑ Departmental Results Framework (DRF)

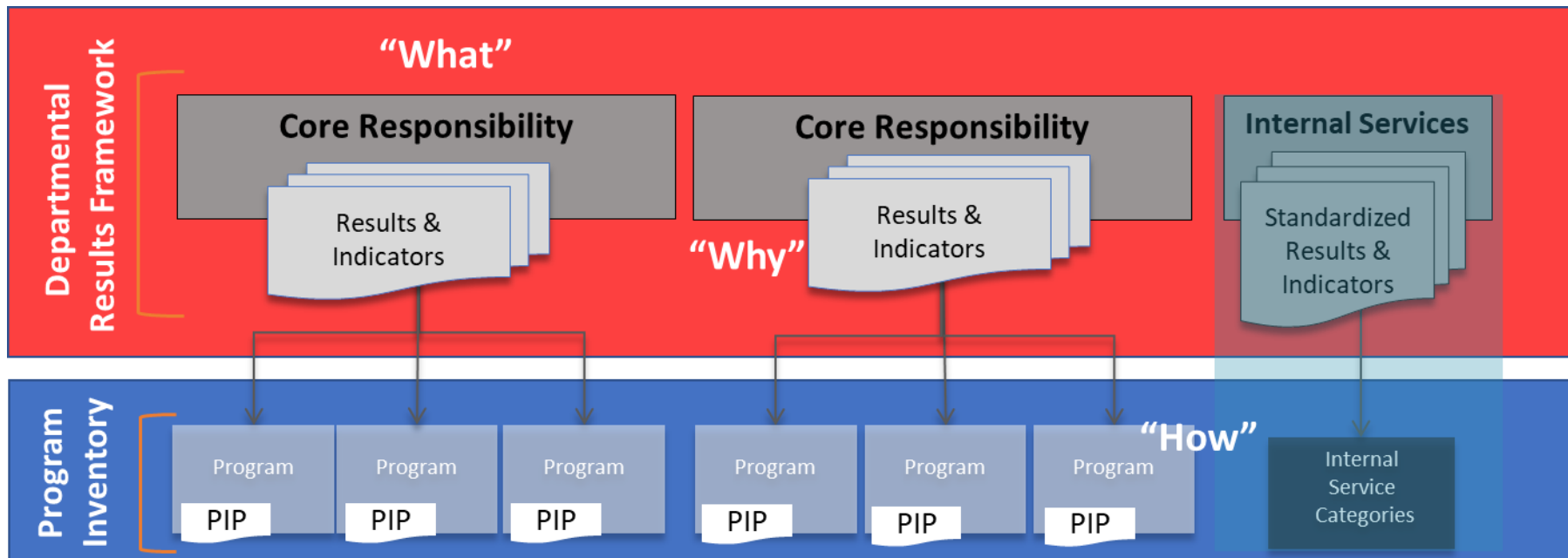
- **Core Responsibilities (CR):** what departments do
- **Departmental Results (DR) :** what they're trying to influence
- **Departmental Result Indicators (DRI):** how they're going to assess progress
- Appears in public documents

❑ Program Inventory (PI)

- Adds up to 100% of the department's expenditures and human resources (excluding internal services)
- Speak to how the department plans to deliver its mandate and fulfill its CR
- Appears in public documents

❑ Performance Information Profiles (PIP)

- Describe the programs in the PI
- Provide information on the program's outcomes, outputs and indicators.
- Provide a source of other key information related to the program's performance
- PIPs are provided to TBS for information purposes (not public)



❑ Annual Report by the Head of PM

- Report to PMEC on the availability, quality, utility and use of performance measurement data related to the PI

❑ Annual Report by the Head of Eval

- Report to PMEC on the availability, quality, validity and reliability of the indicators and info in the PIPs, including their utility for evaluation

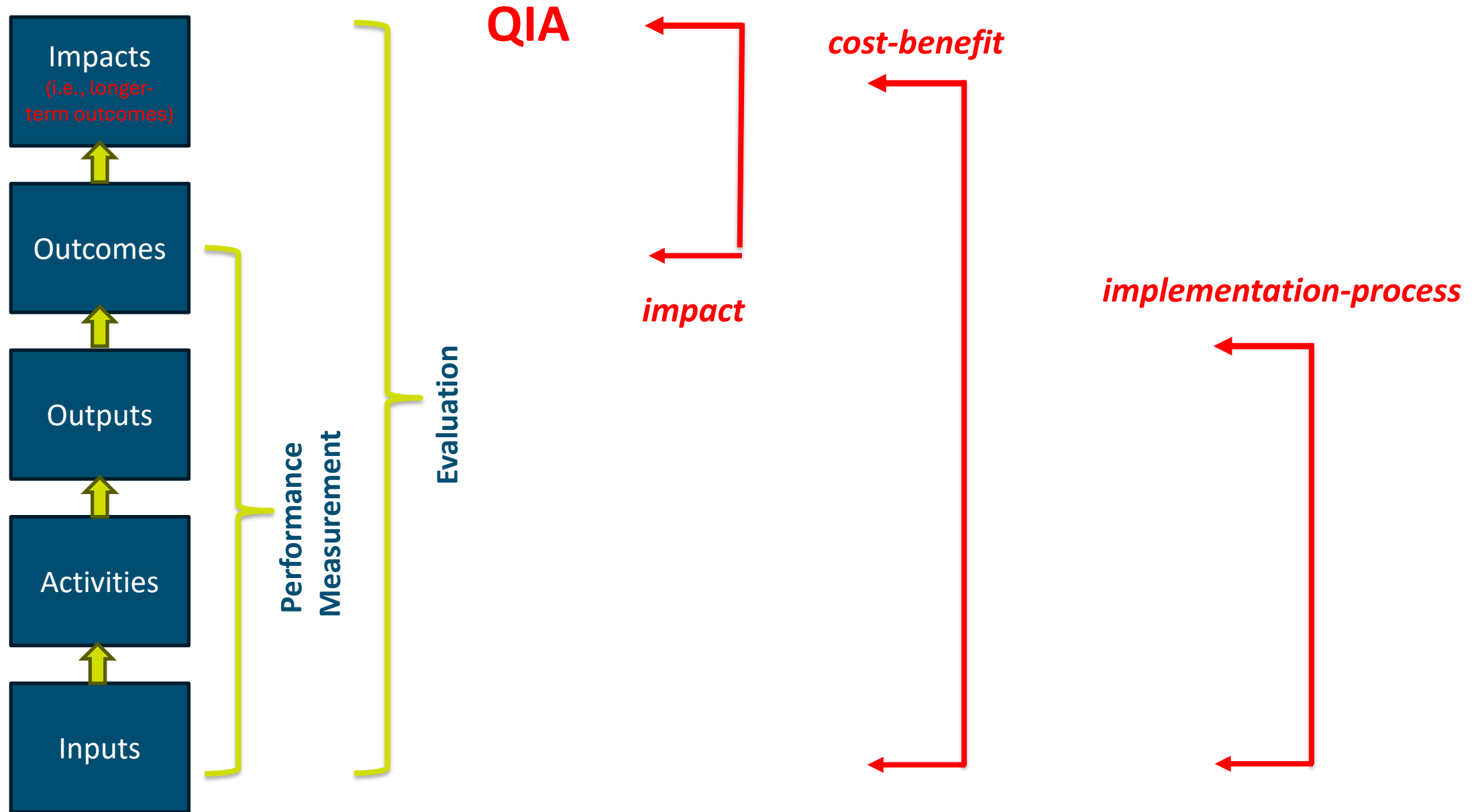
❑ Neutral Assessment of the Eval Function

- Conducted every five years to support deputy heads in fulfilling their responsibility for monitoring compliance with Policy expectations to ensure its effective implementation
- Should be governed, designed, conducted and reported impartially
- Use information to target improvements in their evaluation function and to establish a baseline for tracking progress or changes⁶

❑ Departmental Evaluation Plan

- Deputy Head approved plan (management tool) produced annually by large depts to:
 - ID evaluations planned for the next five years
 - ID what spending/programs are not planned for evaluation and why
 - Report on the status of evaluations planned for completion
- Small depts are responsible for ensuring that an annual evaluation planning exercise is undertaken to determine evaluations needs (no DEP)

Linkages between the PoR and QIA



Renewal Background

- A review of the Policy on Results was completed in 2024 to ensure that the policy meets the current and future needs of Canadians, Parliamentarians, and the federal public sector.
- Since the Policy took effect in 2016, the federal government has faced heightened expectations to achieve results for Canadians.
- Over this period, the approach to measure performance and evaluate programs have been influenced by a number of factors, including:
 - The emergence and rapid development of new technologies, such as data analytics and artificial intelligence.
 - New legislation, such as the *Canadian Gender Budgeting Act* (2018) and the *UN Declaration on the Rights of Indigenous Peoples Act* (2021).
 - New frameworks and lenses, such as the Quality of Life Framework (2021) and the Climate, Nature and Economy Lens (2024).
 - Evolving government priorities and expectations

Current Context – new government / fiscal restraint

From the Prime Minister's mandate letter to ministers:

- *“Government itself must become much more productive... by focusing on results over spending...”*
- *“I will look to each of you to identify the key goals and measures of success on which to evaluate the results you will achieve for Canadians as a member of the Ministry”*
- *“will continue the vital work of advancing reconciliation with Indigenous Peoples”*

Given the fiscal reality, renewal efforts will allow cost savings in departments by:

- Encouraging the use of emerging technology and automation of existing processes.
- Reprioritizing staff training to skill-up on applying a value-for-money lens and improve the management/use of existing performance data.
- Reducing the number of mandatory G&C evaluations; eliminating the neutral assessments; and maintaining flexibilities on scoping the evaluations of non-G&C programs.

Findings of the review and proposed changes

Findings of the 2024 Review of the Policy

- The Review found that more needs to be done to influence culture, behaviours, and collaboration in the results ecosystem
- Improvements are also needed on the availability and use of results information and the professionalization of the performance measurement and evaluation functions
- Small departments struggle with the capacity needed to fulfill policy requirements

Key changes to the policy to address these findings include:

- Reduce unnecessary administrative burden
- Enhance evidence-informed decision-making
- Foster a stronger culture of results

Supporting better decision-making

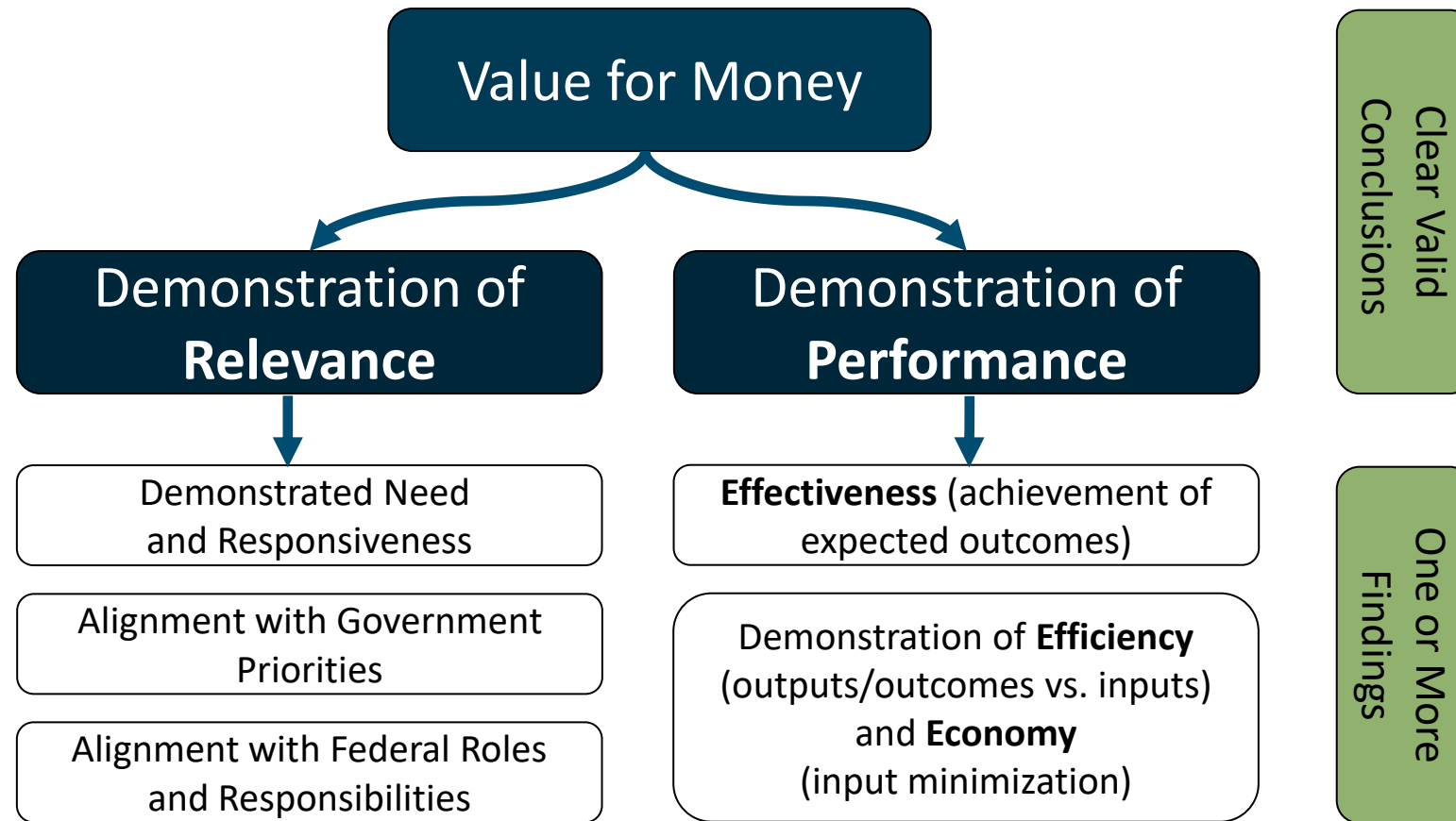
- Prioritize value for money (Annex A) and effectiveness in evaluations and direct officials to support this change by collecting the appropriate data
- Direct the evaluation function to offer a suite of services that better respond to the needs of senior management – i.e., beyond traditional evaluations
- Formalize the role of PCO to support a more cohesive results ecosystem by working with them in designating Horizontal Initiatives
- Work towards better data management to support government-wide analysis (i.e., identification of impacts of programs on particular socio-economic groups)

Culture change

- Increase responsibilities for the Deputy Heads to champion a results culture, including by fostering better integration of results information in decision-making
- Ensure that the Principles of reconciliation are incorporated when managing for results
- Move the results community towards greater professionalization through enhanced competencies and better training, including by encouraging the use of emerging technologies
- Direct officials to develop more meaningful results metrics that better measure program impacts, including by integrating perspectives from recipients of government programs and services

Annex A – Value for Money

An overall evidence-based judgment



Thank – You

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Resource

[The Results Portal – Gcpedia](#)

[Results Forum](#)